An Empirical Study on the Well-Being of Allied Healthcare Professionals with Reference to Employee Engagement and Motivation

SHORT SYNOPSIS

Submitted in partial fulfilment of the requirement for the degree of

DOCTOR OF PHILOSOPHY

to

Manav Rachna International Institute of Research and Studies (Deemed to be University)

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Certificate

I hereby declare that the Short Synopsis titled "**An Empirical Study on the Well-Being of Allied Healthcare Workers with reference to Employee Engagement and Motivation**" being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in the **Department of Management** under **School of Leadership and Management** of Manav Rachna International Institute of Research & Studies, Faridabad during the academic year 2025. It is a bona fide record of original work carried out under the supervision of **Dr. Shiwangi Sharma (Assistant Professor)**. It has not been submitted in full or part to any other university or institute for a degree or diploma. Further, it is certified that Short Synopsis is plagiarism-free, and proof has been submitted.

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Abstract

This empirical study investigates the impact of employee engagement and motivation on the Well-Being of Allied Healthcare Professionals (AHPs), a critical workforce in healthcare delivery that has been largely neglected in academic research. As pressures and demands continue to mount within the healthcare system, made worse by workforce shortages, emotional burdens, and structural difficulties, the psychological and organizational factors that contribute to AHPs' well-being have become crucial to understand. Important factors include job satisfaction, safety, leadership, workplace culture, and intrinsic and extrinsic motivational factors.

The study uses a mixed-method research-based design applying both standardized questionnaires and semi-structured interviews to gather quantitative as well as qualitative data among AHWs in healthcare facilities in Delhi NCR based on the literature background. The researchers will study how engagement and motivation affect job satisfaction, mental health, professional burnout, and overall performance. It also emphasizes the key components of leadership support and providing financial and contractual incentives, care provided by peer support systems, and the necessity for health promotion initiatives adapted to the specific responsibilities of AHPs.

The study offers data triangulation and gap analysis of current literature before highlighting empirical recommendations to improve employee well-being, turnover, and patient care outcomes. It is hoped that the results will enable organisations to develop strategies and policies that support an allied health workforce that is more resilient, motivated, and engaged, making a positive contribution to developing and maintaining more sustainable and effective healthcare systems.

Keywords: Allied Healthcare Professionals, Employee Engagement, Job Satisfaction, Leadership, Motivation, Occupational Health, Workplace Culture, Workplace Well-Being

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1. Description of Broad Area

The well-being of healthcare professionals matters a lot. It's important, of course, it also helps make patient care better and supports the whole healthcare system. Research indicates that several key factors influence how these workers feel. These include job satisfaction, stress from work, safety at their job, and the culture around them. Job satisfaction stands out as super important for overall happiness. A lot goes into feeling satisfied at work. Things like workload, pay, work setting, how good the leaders are, & chances to grow in their careers can influence that feeling. It's really important to pay attention to these things. If we do, we can help boost how satisfied workers are, keep them longer in their jobs, & make patient care even better. Keeping healthcare employees healthy & content is a win for everyone. (Yadav & Shree, 2024).

The interplay between job demands, resources, and employee well-being is intricate. A comprehensive review within the healthcare domain revealed that hindrance and threat demands negatively impact well-being more severely than challenge demands. Group-level resources, including control and support, are vital for safeguarding and enhancing employee well-being, thereby underscoring the significance of organizational support systems. On the other hand, employee safety is also an important dynamic in contributing to their well-being within the health sector. Despite attempts to enhance safety protocols, major concerns persist, particularly about the "people" aspect of it, which often translates into unsafe behaviors and accidents. These behaviors can stem from a lack of training, insufficient staffing, or even the high-stress environment that healthcare workers face daily. This approach aims to boost employee safety, which in turn has an impact on patient safety and the quality of care. (Jones, Neal, Bailey & Cooper,2023).

Tackling these problems needs a multifaceted approach. This includes thorough training courses for enough workers and efforts to create a supportive work environment. Such an environment puts staff mental health and resilience first. Early interventions in education and stress management are important to counter these negative effects. An interdisciplinary managerial approach is required to conform to occupational well-being and safety standards. It should focus on educating healthcare providers about how they can maintain their well-being while at work, and could also support the introduction of policies that would alleviate the impacts. (Alsharari & Parentela, 2022).

Though it is widely understood that managing well-being is important, there is considerable proof of successful interventions. The necessity for additional investigation to identify the best

practices for enhancing healthcare personnel's well-being and creating a sustainable work environment is underlined. Joint endeavours among administrators, employees, and mental health experts may result in new ways not only to enhance personal resilience but also to develop a sense of kindness and comprehension within the workplace. (The Business Case for Managing Wellbeing Effectively Within the Healthcare Sector in the UK, 2022)

In conclusion, there are many determinants of the well-being of healthcare professionals, such as job satisfaction, safety, culture of the organization, and overall support, among others. To tackle these issues, we need a complete plan that combines resources, safety steps, and changes in healthcare culture. When hospitals and clinics prioritize their staff's health, it benefits not only the employees but also makes the environment safer for patients, thereby improving the quality of care, which is ultimately beneficial to the entire healthcare system. This holistic approach creates a place where both workers and patients do well, leading to a healthcare system that lasts longer and works better.

2. Literature Review

2.1 Introduction

Allied Healthcare Professionals (AHPs) are professionals who provide services to ensure that doctors and nurses can care for the patient. They play a critical role in patient care, giving focused expertise in disciplines ranging from cardiology and dermatology to psychiatry and immunology. They are critical to delivering on healthcare needs, particularly in areas with shortages of the care workforce. AHPs are those who possess diverse skills that are vital to patient care, including, but not limited to, physical therapists, dietitians, and speech and language therapists. Their responsibilities are growing, and they are being seen as able to contribute to the improvement of healthcare delivery through patient education, supporting those in underserved rural locations, and tackling health inequalities. (Gkiouleka, 2022) (Hall, 2024)

2.2 Employee engagement (EE) - This is understood as the integration of people within an organization with its goals and objectives. Employees actively "go through the motions" and perform physically and mentally, and such includes using their feelings in the work expectations. (Hoilett, 2024)

The Role of Employee Engagement

Health Care Quality and Patient Outcomes: Engaged health care workers result in better patient satisfaction and safety, which are the fundamental aspects of effective healthcare delivery. (Turner, 2018) (Coots, 2013).

Workforce Optimization: In AHAs, engagement refers to the effective deployment of resources and workforce development to meet healthcare demand (Whelan, 2024).

Research and development: Research activities in allied health departments provide an opportunity for continuous quality improvements and capacity building, leading to improved healthcare services (Ward, 2018)

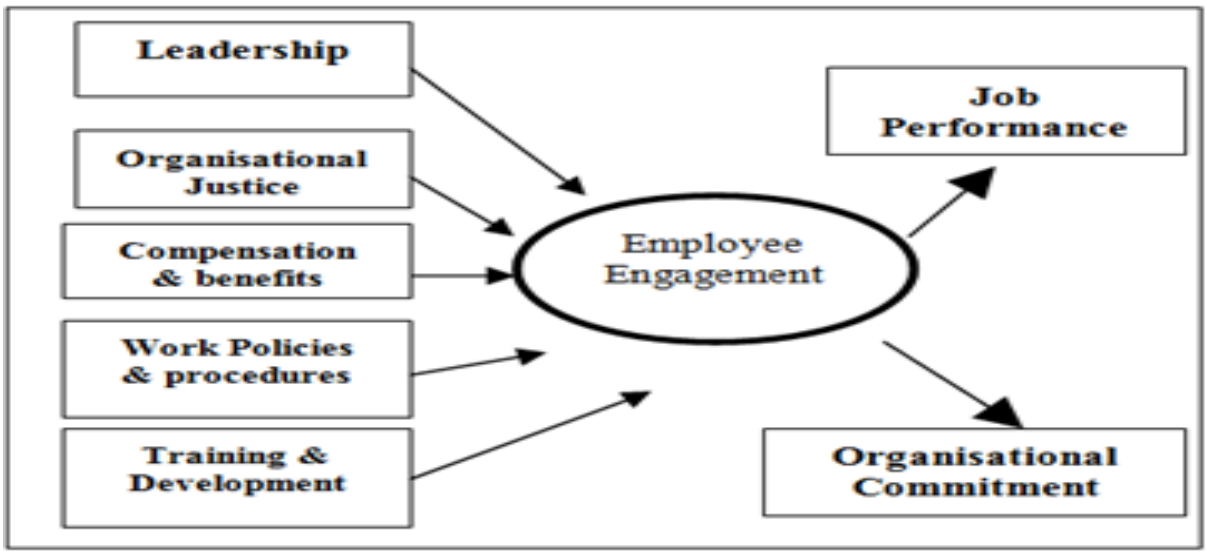

Figure 1: Conceptual Model for Employee Engagement

Source- Dajani, D. M. A. Z. (2015)

2.3 Motivation is defined as the process that drives, selects, and directs goals and behaviors arising from an individual's needs and aspirations ("What Is Motivation, Where Does It Come from, and How Does It Work?", 2023; Kiss, 2023). It involves desire and aversion, where individuals are motivated to gain, keep, protect, avoid, remove, or destroy something (Kiss, 2023).

Role of Motivation in Employees

1. **Improves performance**: Motivation is the fundamental driving force for performance purposes and helps to establish what is important to us and how to pursue those things. (Amabile, 1993)
2. **Enhances job satisfaction**: Motivation improves job satisfaction, and job satisfaction equates to better well-being, lower employee turnover, and higher productivity. (Hackman & Oldham, 1976)
3. **Supports goal achievement**: Motivation is essential for achieving goals, as it provides the drive and direction needed to overcome obstacles and stay focused (Gollwitzer & Sheeran, 2006)
4. **Improves mental health**: Motivation has a positive impact on mental health, as it can reduce stress, anxiety, and depression (Seligman, 2011)

5. **Fosters personal growth**: Motivation can lead to personal growth, as individuals are more likely to engage in self-reflection, learning, and self-improvement when they are motivated (Deci & Ryan, 2000)

More specifically, motivation is very important in allied healthcare professionals, where it can:

1. It will help to improve patient care as they are more likely to provide high-quality patient care, and this is very important to improve health outcomes**.** (Aiken, 2012)
2. Help reduce burnout: Motivation can help reduce burnout among healthcare professionals, a problem in the healthcare industry that can prove to be a serious issue (Maslach & Leiter, 2017)
3. An increase in motivation can enhance job satisfaction in healthcare professionals and can lead to reduced turnover rate and increased retention (Hackman & Oldham, 1976)
4. Allied health professionals who stay motivated produce higher productivity rates, thus achieving better patient results together with lower healthcare expenses**.** (Klein, 2011)

The improved teamwork between healthcare professionals becomes possible when motivation levels increase, since it remains necessary for quality patient care delivery. (Salas, 2005)

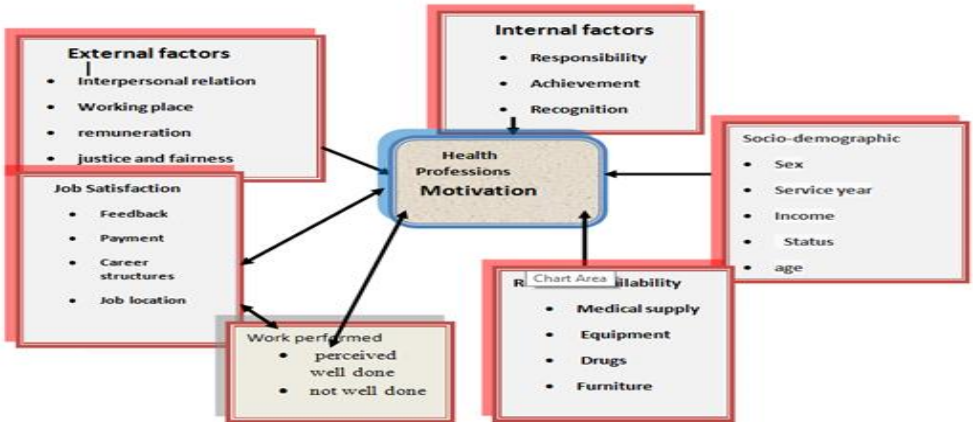

Figure 2: Conceptual framework for factors affecting health worker motivation of JUMC [21,22].

Source- Yesuf & Ejigu (2017)

Intrinsic and Extrinsic Motivation

The intrinsic motivations encompassing personal development, along with job fulfillment and accomplishment, lead healthcare providers to experience enhanced work satisfaction and better health conditions. This element functions to prevent burnout as well as depression. (D'Alleva, 2023).

The external motivators of salary, along with job security and recognition systems, strongly affect the motivational level of healthcare workers. (Karaferis, 2022)

Workers need support to enhance both their internal factors and external work incentives. The motivation levels of healthcare professionals depend on intrinsic aspects like achievement, along with external factors, which include salary, job security, and employee working environment (Karaferis, 2022)

2.4 The Importance of Motivation and Employee Engagement

- **Improves performance**: Performance levels strongly depend on motivation because this essential factor allows people to establish objectives and choose important work responsibilities before progressing toward their targets. (Amabile, 1993)
- **Enhances job satisfaction**: Employee job satisfaction increases when motivation does because satisfied employees demonstrate better well-being and lower turnover rates with higher productivity. (Hackman & Oldham, 1976)
- **Supports goal achievement**: Goal achievement demands motivation because it supplies the necessary strengths to navigate around challenges successfully. (Gollwitzer & Sheeran, 2006)
- **Improves mental health**: A motivated state produces positive outcomes for mental health through its ability to lower stress, together with anxiety and depression conditions. (Seligman, 2011)
- **Fosters personal growth**: Personal development occurs through motivation since energized individuals pursue self-examination, obtain knowledge, and work toward personal improvement. (Deci & Ryan, 2000)

2.5 Key Motivators and Employee Engagement Practices for Allied Healthcare Professionals

- **Intrinsic Motivators-** Allied healthcare professionals are mainly motivated internally by their desire to assist people while making meaningful positive differences in their lives. The desire to help others stands as a leading reason that drives people toward working in allied health fields. (Wallis, 2023)

- **Extrinsic Motivators-** Healthcare staff require external motivators consisting of recognition, together with financial rewards and supportive workplace conditions, to reach their highest levels of motivation. Refined work environment conditions combined with appreciable benefits and staff encouragement elements result in both employee satisfaction and workforce maintenance. (Mansyur, 2024)
- **Personal Influences-** The first is that having a relative in the healthcare field is a big motivator for choices in allied health careers. In most cases, these connections give great insight and encouragement to pursue such careers. (Wallis, 2023)
- **Organizational Influences-** The two most important organizational factors to motivation include a positive work environment and strong leadership. Supervision and leadership can play an important role in affecting motivation and satisfaction. (Bhatnagar, 2017).

2.6 Impact of Employee Engagement and Motivation

- **Positive Correlation with Motivation-** Employee engagement is correlated positively with motivation, which in turn has an impact on satisfaction with the job and job performance in allied healthcare professionals. (Mashhady, 2024)

- **Challenges in healthcare-** Factors such as excessive workloads and poor training can hinder motivation and engagement. (Mutmainah, 2023)

- **Need for Balanced Approaches-** Combining intrinsic and extrinsic motivation with a supportive corporate culture is key to sustaining engagement. (Mashhady, 2024; Patrick & Mukherjee, 2018)

Figure 3: Factors affecting health worker motivation and retention

Source- Henderson & Tulloch (2008)

2.7 Well-Being- Well-Being is a multidimensional and complex concept of human life consisting of different dimensions, i.e., physical, mental, emotional, and social well-being. Not only is well-being not having an illness, but it also has positive aspects such as life satisfaction and emotional balance. (Langevin, 2024)

Enhancing the Well-Being of Allied Healthcare Professionals

The health condition of allied health professionals needs improvement because it is essential for delivering quality care to patients while also preserving their wellness.

- **Organizational and Leadership Approaches**

Through the Joy in Work framework from the Institute for Healthcare Improvement, management can develop frameworks that promote staff satisfaction and wellness. Teams must develop the capacity to create and test change ideas as the practice evolves into a shared learning culture that utilizes quality improvement processes. (Chitewel, 2022).

- **Financial and Contractual Incentives**

Incentives- Performance and process indicators motivate healthcare workers to improve service quality through financial incentives. Herzberg's hygiene factors advocate an approach that complements this one; namely, if we can tackle dissatisfying job factors, we may motivate employees. (Topi, 2017).

Job Security and Contracts- Ensuring job security through stable contracts can increase motivation and reduce turnover intentions. This is particularly important in times of crisis when job stability is a significant concern for healthcare professionals. (Topi, 2017).

- **Support Systems**

Peer Support- The formation of peer support teams and continuing to hold regular debriefing sessions will go a long way to enhancing well-being and morale amongst healthcare workers. These interventions offer emotional support and stress management support during an emergency such as the COVID-19 pandemic. (Diver, 2021).

Promotion of health in the workplace- The health of employees who work night shifts and face incredibly stressful workloads has health promotion programs tailored to suit their unique needs, and incentive programs in these healthcare work programs have improved their overall health. (Vivarelli & Fenga, 2024).

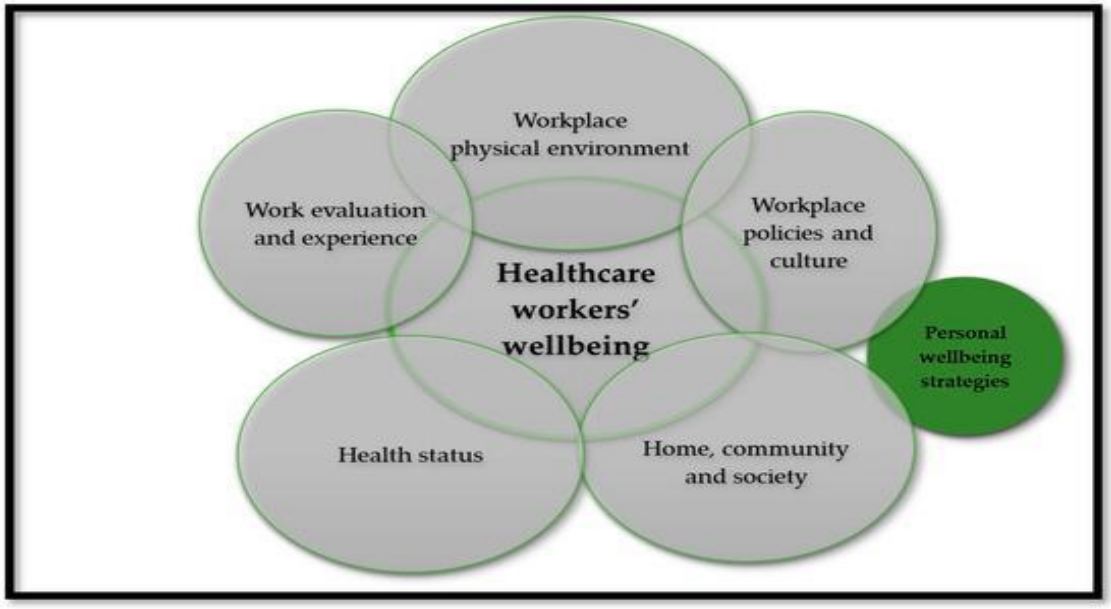

Figure 4: Framework for Workers' Wellbeing

Source- Makhado, Ntuli & Zungu (2024)

Theoretical Framework

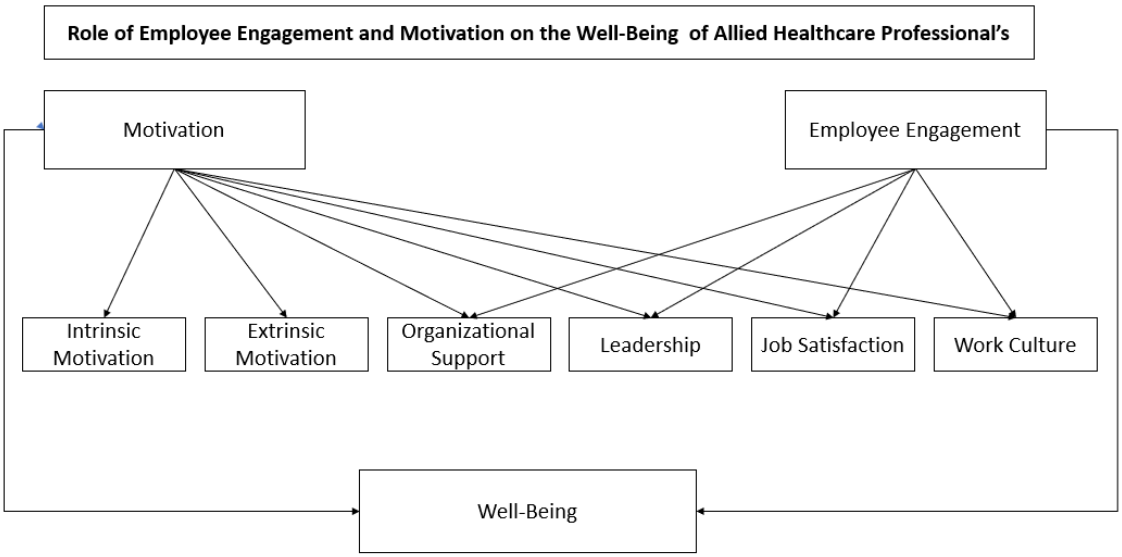

Figure 5: Proposed Framework

Source- Self-created based on Literature Review

2.8 Challenges and Barriers of Allied Healthcare

- The challenges are manifold and include working without the pressure of a shortage of resources for allied health professionals. This is so because, in the community health sector, manpower is always in short supply, but so much more is needed, especially when it comes to manpower. (Alzamanan, 2024) (Yeoh, 2024)
- Rather, the dominance of the medical profession constrains the autonomy of allied health professionals in many developing countries and diminishes their potential for fully exploiting their knowledge and skills. (Swaminathan, 2019).
- Allied health professionals come for low wages, lack of promotion, and fatigue. Such a turnover is a big problem for an organization in keeping the workforce stable. (Yeoh, 2024)
- Especially in the community, Allied health professionals often do not have the clinical supervision necessary for professional development and for ensuring high standards of clinical care. (Wilson & Taylor, 2019).
- Barriers to allied health professionals' participation in critical discussions of patient care goals exist, commonly being the result of the perception of patients and families' communication difficulties and limited awareness of previously discussed patient care goals. (Martin, 2018).

- The professional development and competence of allied health professionals suffer when developing countries fail to provide standard training with proper accreditation to their allied health programs. (Swaminathan, 2019).

3. Research Gaps

- Most studies focus on doctors and nurses, with limited attention to Allied Healthcare Professionals.
- Insufficient understanding of the dimensions that affect the Well-Being of Allied Healthcare Professionals.
- Lack of understanding of the various factors that influence the Well-Being of Allied Healthcare Professionals.
- The impact of employee engagement on the motivation of Allied Healthcare Professionals is understudied.

4. Research Problem

- The healthcare industry is very demanding, with long hours and patients needing a lot of care. At the same time, allied healthcare professionals who offer valuable assistance to medical professionals can also experience unique hurdles when it comes to feeling motivated or engaged with their work. These issues can be due to insufficient workplace support, very few career advancement opportunities, and other high emotional and physical requirements. (Maslach & Leiter, 2016)
- Employee engagement and motivation are widely studied in the context of corporate and industrial workplaces, but there are few empirical studies regarding allied healthcare professionals (Schaufeli, 2017)
- Motivation in healthcare is multi-faceted, shaped by intrinsic factors such as personal satisfaction and professional development and extrinsic factors such as financial rewards, organizational behaviors, and leadership styles (Deci & Ryan, 1985). Nonetheless, the interaction between these factors is poorly understood, particularly concerning the longer-term impacts on the well-being of those delivering health care (Kanste, 2011).
- It is important to understand direct and contingent influences of employee engagement and motivation on the well-being of healthcare professionals, to develop interventions targeted to the systemic promotion of the sustainability and health of the workplace. (Schaufeli, 2017)
- The aim of this study is to begin to fill this gap in research by investigating the influence of employee motivation and engagement on the well-being of one type of CHW, the

AHWs, as well as the organizational factors that might facilitate such characteristics. (Maslach & Leiter, 2016)

5. Research Objectives

1. To study the factors that influence employee engagement and motivation of allied healthcare professionals.

2. To determine the challenges perceived by allied healthcare professionals that affect their engagement, motivation, and well-being.

3. To analyze the impact of employee engagement on the well-being of allied healthcare professionals.

4. To analyze the impact of motivation on the well-being of allied healthcare professionals.

6. Research Methodology

This research will utilize a mixed-methods research-based design, collecting and analyzing both the quantitative and qualitative data to examine how employee engagement, motivation, and well-being outcomes are interrelated among allied healthcare professionals (AHPs).

Quantitative Methodology

- **Survey Development**: Using this method for employee engagement, motivation, and well-being, a tailored survey questionnaire will be developed to collect data on the state of AHPs. The survey will consist of standardized measures of employee engagement (Utrecht Work Engagement Scale, Schaufeli & Bakker, 2004), Motivation at Work Scale (MAWS), Morin, E, & Malorni, A. (2010**)**, and health and well-being outcomes (General Health Questionnaire, Goldberg & Williams, 1988).
- **Sampling Frame**: The sampling frame will include AHPs employed in different healthcare settings, such as hospitals, clinics, and community health organizations of Delhi NCR.
- **Sampling Techniques**- This will be a non-probability sampling; we will use snowball sampling techniques to recruit AHPs in different healthcare settings such as hospitals, clinics, and community health care facilities. To maximize the reach and diversity of the sample, we will use snowball sampling to invite initial participants to refer his/her colleagues who also meet the study's criteria.
- **Sample**: The study's sample will be decided by Cochran's sample size formula, because Cochran's formula can be used for both proportion and means when the Population is large or infinite. The formula is n0=Z2. P. (1 P) E2 N_{oo}=initial sample size for large populations (before any adjustments for finite populations), •Z=z value (e.g., 1.96 for 95%confidence), •p=estimated population proportion (use 0.5 if unknown), •E=margin of error.
- **Data Collection**: Via a secure and confidential online survey service, the survey questionnaire will be distributed.
- **Data Analysis**: The quantitative data will use regression methods in inferential statistics and descriptive methods for data analysis. As a result, data will be processed using statistical tools like SPSS.

Qualitative Methodology

- **Interview Design**: A semi-structured interview will be administered to a subsample of AHWs to obtain rich qualitative data on what facilitates employee engagement and motivation.
- **Sampling Frame**: The sampling frame will be comprised of AHPs with complete responses to the survey questionnaire and interest in participating in an interview.
- **Sample Size**: The interviews will be conducted with 10-15 AHPs through a combination of purposeful sampling and snowball sampling techniques. The data will be retrieved during face-to-face interviews or video interviews, and a digital audio recorder will be used to record audio data.
- **Data Analysis**: Qualitative data will be analysed thematically as allowed by a pre-existing coding scheme based on the literature review and research questions.
- Interview transcripts will be coded using **NVivo software** to extract key themes and patterns surrounding workplace motivation and well-being.

Mixed-Methods Approach

- Data will be triangulated using both quantitative and qualitative data to obtain a more comprehensive view of the relationship between employee engagement, motivation, and well-being outcomes in AHPs.
- Data Integration: Quantitative and qualitative data will be integrated together to identify emergent patterns and themes in the data.

Ethics

- **Informed Consent**: Participants will receive and have to read an informed consent form where the aim, harmful, and beneficial effects of the study will be detailed.
- **Anonymity:** Participants will be guaranteed anonymity with an identifier.
- **Data storage:** All information will be saved in the password-protected computer and secure online survey system.

Significance of the Study

The focus on allied healthcare professionals (AHPs) and their under-evaluated health status will help researchers understand the impact of employee engagement and motivation on their well-being and job satisfaction. It also sheds light on workplace issues that impact AHPs, like burnout, stress, leadership, and job security, and provides evidence-informed recommendations for improving workplace policies, employee retention, and work-life balance. The study highlights the association between well-being at work and the quality of care provided to patients, influencing the management of the healthcare workforce, improving organizational support systems, and guiding policy-level decision-makers to promote and develop a healthier, motivated, and engaged healthcare workforce.

7. Expected Outcomes

The study will have the following expected outcomes based on the aims of the study:

1. **Factors Influencing AHP Well-Being**

- Comprehensive study of AHP wellbeing considering internal factors (e.g., personal motivation, job satisfaction, coping strategies), external factors, and organizational factors (e.g., support, leadership, policies, compensation).
- Analysis of work-related problems, such as burnout, employment insecurity, and occupational health hazards.

2. **The Effect of Employee Engagement on the Well-Being of Allied Healthcare professionals**

- Insights into how factors, such as leadership, work design, and the work environment, affect employee engagement in the allied healthcare workforce.

3. **The Effect Motivation on the Well-Being of Allied Healthcare professionals**
   Recognition of what the main intrinsic and extrinsic motivational factors (such as acknowledgement, job security, and career advancement) are that best drive well-being.
4. **To Determine Key Challenges Faced by Allied Healthcare professionals**
   List of common challenges (e.g., workload, resources, support, communication) that decrease engagement, motivation, and well-being
5. **Workplace practices recommendations**

- Evidence-based workplace practices could contribute to the health and well-being of allied healthcare professionals, with recommendations for strategies to improve employee engagement, motivation, and well-being.

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AN EMPIRICAL STUDY ON THE WELL-BEING OF ALLIED HEALTHCARE WORKERS WITH REFERENCE TO EMPLOYEE ENGAGEMENT AND MOTIVATION

SHORT SYNOPSIS

By

Yashu Gupta

23-24/Ph.D./W/012

Under the supervision of

Supervisor

Dr. Shiwangi Sharma

Assistant Professor, School of Leadership and Management

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Abstract

This empirical study examines the influence of employee engagement and motivation on the well-being of allied healthcare workers (AHWs), a critical workforce in healthcare delivery but a neglected group in academic research. As pressures and demands continue to mount within the healthcare system, made worse by workforce shortages, emotional burdens, and structural difficulties, the psychological and organizational factors that contribute to AHWs' well-being have become crucial to understand. Important factors include job satisfaction, safety, leadership, workplace culture, and intrinsic and extrinsic motivational factors.

The study uses a mixed-method research-based design applying both standardized questionnaires and semi-structured interviews to gather quantitative as well as qualitative

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data among AHWs in healthcare facilities in Delhi NCR based on the literature background. The researchers will study how engagement and motivation affect job satisfaction, mental health, professional burnout, and overall performance. It also emphasizes the key components of leadership support and providing financial and contractual incentives, care provided by peer support systems, and the necessity for health promotion initiatives adapted to the specific responsibilities of AHWs.

The study offers data triangulation and gap analysis of current literature before highlighting empirical recommendations to improve employee well-being, turnover, and patient care outcomes. It is hoped that the results will enable organisations to develop strategies and policies that support an allied health workforce that is more resilient, motivated, and engaged, making a positive contribution to developing and maintaining more sustainable and effective healthcare systems.

Keywords: Allied Healthcare Workers, Employee Engagement, Job Satisfaction, Leadership, Motivation, Occupational Health, Workplace Culture, Workplace Well-Being

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